

Agency Activity Report

To: Board of Directors

From: Jordan Hess, CEO & General Manager

Date: January 22, 2026

The following is a summary of staff activities between December 16, 2025, and January 15, 2026:

CEO & General Manager

- Represented Mountain Line at the Front Country Recreation Collaborative meeting and provided a debrief of the Marshall Mountain Line recreation shuttle pilot to area land managers.
- Represented Mountain Line on Missoula Downtown Association and Missoula Midtown Association board of directors and attended Missoula Midtown Association annual strategic planning retreat.
- Continued to provide information in support of the [Municipal Investment Fund](#) grant awarded to the City of Missoula and Clearwater Credit Union.
- Met with the Washington State Transit Association.
- Met with Mayor Andrea Davis to provide updates on agency activities and coordinate on messaging to the congressional delegation.
- Participated in numerous meetings as board treasurer for the Montana Transit Association
- Represented Mountain Line in annual meeting with leadership from Region 8 of the Federal Transit Administration.
- Met with city officials and the Missoula Economic Partnership for quarterly land use, development, and transit coordination meeting.
- Met with Galavan—Bozeman’s paratransit provider—to share grant resources and other relevant information.
- Developed BUILD grant scope in conjunction with MPO staff.
- Supported board’s effort to hire a consultant to build organizational capacity.
 - Continued to plan internal strategic planning effort.
- Supported staff in the activities listed below.

Human Resources

- New director of operations, Hoyle McCallum, starting in February.
 - Working through steps in the onboarding plan.
 - Conducted initial onboarding meeting with McCallums during January 15 visit.
- Recruiting for filling human resources generalist, road supervisor, and dispatcher positions.

- Succession planning for dispatch and road supervisors, including a potential lead road supervisor role, is underway.
 - Developing department-level standard operating procedures and establishing redundancies.
- Halter completed the EEO report and plan for the Federal Transit Administration.
 - Working on triennial audit compliance.
- Conducting end-of-year file audits.
- Establishing a resource library and preparing for 2026 training sessions.
 - Developing training sessions for harassment, conflict management, communication, de-escalation and resiliency.
- Transitioning files to Microsoft Teams supporting 69 operators.
 - Managing workers' compensation, Family Leave and Medical Act requests and daily staff relations.

Finance

- **Accounts Receivable** – Requested reimbursement for labor hours and parts from 16 work orders through warranty billing.
 - Registered applicable tax credits and drafted IRA tax credit forms.
- **Grants** – Attended FTA Annual Check In and prepared 2026 Triennial Audit Tracker due February 27.
 - Coordinated with planning developing path forward for 5339 funds.
 - Compiled first draw for MT-2026-001 5307 operating award.
 - Assisted with FY27 Coordination Plan and refined paratransit fleet documentation for 5310 grant requests.
- **Payroll** – Processed 2 payrolls, health insurance & benefits and a supplemental payroll for referral bonuses.
 - Drafted required federal and state quarterly reporting for Q2 of FY26.
 - Reviewed IRS published guidance on “no tax on overtime,” and developed a tailored calculation to provide employees with estimates of their 2025 qualified overtime pay.
 - Updated Abila cost center and distribution titles enhancing accuracy and resulting in clarified reporting.
- **Accounts Payable** – Processed \$1,402,221 paying 73 vendors.
- **Assets** – Continued refining asset reconciliation based on approved FY25 audit for integration into enterprise resource planning module.
- **National Transit Database** – Resolved issues for first revision of data submission.
 - Invited to participate in the FTA’s 2026 Transit Asset Management (TAM) Peer Working Group.
 - During 4-month program, the group will engage in peer learning, sharing peer-designed resources, and collaborate on best practices of TAM-related topics among Tier II transit agencies.

- **Financials** – Began final FY25 reconciliation per approved audit and updated pro forma with audit financials.
 - Continuing discussions with the municipal financial advisor regarding new facility debt financing.

Operations

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- Finalized the FY2027 community coordination plan.
- Posted internal road supervisor position opening to the dispatch group.
- Prepared the transfer center and operators for the renovation construction.
- The final trainee in the recent training group passed the solo test.
 - Next class is planned for March 2026 if needed.

Communications

Events and Sponsorship

- Missoula in Motion “Clear the Air” month event 1/21
- Missoula in Motion workplace breakfast presentation 1/27
- Developing partnerships for upcoming “How Missoula Rolls” video series

Outreach

- Published transfer center renovation announcements and posted print materials
- Presenting paratransit rider guide updates at February STAC meeting
- Developing bus stop signage additions
- Drafted new individual route maps

Other Communications

- Started website updates with new vendor

Capital Projects, Planning, and Technology

Projects

New Facility

- Reviewing timeline - See 5.5 new facility timeline.
- Awarded Department of Environmental Quality grant for microgrid study coordinating with Alan Bronec of Cushing Terrell.
- Coordinating with Missoula Electric Cooperative

Transfer Center Renovation

- See 4.1 staff report for more details.
- Jackson Contractor Group mobilized on January 5, 2026, and started demolition.

- Contracting with cabling vendors for internet drops
- Contracting with security vendor
- Coordinating with vending machine vendor to relocate outside
- Coordinating design elements and furniture planning with OS2

Organization Assessment

- Received 4 quotes
 - Because 2 proposals were over the threshold, an RFP is required.
 - Prepared scope of work, submission requirements, selection criteria, scoring forms, and contract

Charge Management

- Data transfer for charger infrastructure, fleet, and adjacent system connectivity
- Training and shift adjustments for operations and service departments are forthcoming.

ITS RFP

- Coordinated and finalized project scope, requirements, scoring, submission requirements, and full package across all departments.
- Posted RFP posted closes on February 10.
 - Anticipating presenting selected vendor at February board meeting

Route 10 & 11 Stop Construction and Stop Amenities

- Purchasing Brasco shelters - See 5.8 staff report
- Simme seats, in process, expected late spring
- Construction plan sets expected to pass permitting this winter
- Solicitation of quotes for construction begins in February with contracting goal of early March and construction prior to June

FAAC Simulator

- Updates installed at the training center.
- Simulator will be installed in early 2026.

Shop Trailer

- See 5.7 staff report.

HVAC System for Shop

- Proceeding with engineering contract based on maintenance staff request for improved air exchange.

Miscellaneous

- Scoping projects under workforce development and 5339a funding

- Multiple contracts anticipated at the February and March board meetings

Planning

- APC Certification / Swiftly
 - Coordinating with vendor.
 - Awaiting NTD certification results
- District Management – Created new process flowcharts
- Bus Stop Improvement Plan – Targeting April adoption
 - Presented plan draft, maps, and tables of prioritized stop locations at December planning committee meeting.
 - Released operator survey.
 - Round 2 of stop design permitting includes developing alternative locations based on city requirements, law enforcement input, and neighborhood feedback.
 - Soliciting interest from contractors
 - Plan draft internal review
- Summer 2026 Service Changes
 - Tested Route 10 on-time performance with operations.
 - Preparing for service implementation, including 2026 run cutting that launches in July 2026.
 - Further coordination with both trolley and transit to trailheads is forthcoming.
 - Bracco shelter order – See 5.8 staff report
 - Coordinating stop signage across planning, data, procurement, IT, and communications
- Updating Clever Devices database and making other system improvements
- Coordinating with MPO on Congestion Mitigation and Air Quality Improvement program air quality reporting.
- Collaborating with finance director and operations supervisor in developing the community coordination plan for submitting to the Montana Department of Transportation in early 2026.

IT

- Teams Channel Migration – Almost all departments fully operational in new Teams workflow.
 - Remaining Teams and departments are nearing completion.
 - End-stage check and adjustments coming in near future.
- Land Mobile Use Radio
 - Verbal acceptance from City of Missoula communications and wastewater departments regarding Waterworks and Sentinel site usage
 - Working with city attorney to write up memorandum of understanding
 - Working with Redtail Communications to determine final list of equipment to order.
 - Working on Talk Group architecture and procedural changes with operations, maintenance and safety officer.
- Intelligent Transportation System
 - Preparing for adoption of new ITS or renewing with Clever Devices
 - Planning for future implementation or updates.

- Working with vendors to expand capacity to bus footage storage along with access control upgrades.
- CMS Implementation – Working with BetterFleet
- Bus Work – Clever Devices
 - 6 open tickets
 - Safety Vision – Reviewing quotes for software and hardware
 - Digital signage
- MUTD Infrastructure – IT work planning and designing the future of IT
- Miscellaneous
 - Troubleshooting Teams issues with Microsoft
 - 63 new internal tickets within the last 30 days